

CAMS CLUB RESOURCE GUIDE

CHAPTER 9: VOLUNTEER OFFICIALS



Australian Government
Australian Sports Commission

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CONFEDERATION OF AUSTRALIAN MOTOR SPORT

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CAMS POLICIES AFFECTING VOLUNTEER OFFICIALS

CAMS policies affecting volunteer officials are listed on the CAMS website (<http://www.cams.com.au/about/administration/policies>) and include:

- **Anti-Discrimination, Harassment and Bullying**
- **Anti-Doping**
- **Illicit Drugs in Sport**
- **Junior Officials**
- **Member Protection**
- **Occupational Health & Safety**
- **Privacy**
- **Social Media**

1. Introduction

1.1 Background

What is in this Section?

The Club Management Handbook Chapter 5 – Club Membership, discusses club membership and outlines recruitment, retention, mentoring and recognising members.

In addition to Chapter 5, this section of the Club Management Handbook is aimed specifically at volunteers who are needed to assist with the various social and competition activities ('events') that the Club may be involved in organising.

Further Reading in Conjunction with Chapter 9

The Club Management Handbook Chapter 11 – Member Protection, Health and Integrity, can be read in conjunction with this Chapter. It covers Member Protection Program; Junior / Children Protection; Anti-Harassment; Discrimination and Bullying; Complaints and Health Initiatives; Drugs / Alcohol / Anti-Doping; Fairness and Betting.

1.2 Introduction

Need for Volunteers

Continuing volunteer recruitment is one task that is common throughout all clubs. Apart from a couple of areas, a shortage in volunteers affects all aspects of the effective running of a club and its activities, whether they be competitive or social. In some cases, such as rallying, which require an army of officials if roads are closed to the public, a shortage of volunteers can result in events not being conducted.

Without the efforts of volunteers a vast majority of a club's events (both social and sporting) simply would not happen. Indeed, most probably the Club would not even exist as the volunteers make up the various committees that manage the Club.

Volunteers' Requirements

Volunteering does not just happen. The introduction and maintenance of volunteers need to be coordinated if clubs are to be effective in achieving their goals and volunteers are to be satisfied that their time and effort has made a difference.

Volunteers become involved with a club or event with different needs and expectations. They also have a diverse range of backgrounds, skills, experiences and interests. Their motives, involvement and commitment to a club will vary enormously, as will their time availability, and indeed the benefits they seek from their volunteer experience.

Volunteer Management

Volunteer management deals with a number of complex issues – from developing appropriate voluntary working conditions, to recruiting, induction, training and supervising volunteers, and providing recognition and rewards.

Without successful leadership people tend to be uninspired, unsure of their role, not sure they are really needed, and, as a result, may lack commitment.

The key to good practice in volunteering management is effective leadership and therefore, the Club Committee¹ needs to understand what volunteering is all about. The following pages offer a brief look at the various components that are involved with volunteering.

¹ Committee refers to the Main or Management Committee.

2. Who Are Volunteers?

Volunteers in the Club

Everyone within a club is a volunteer.

All club level activities rely totally on volunteers to carry out all of the activities conducted by clubs – from the President down to the official who assists at an event.

The Committee comprises volunteers; the various other club committees are run by volunteers; events are planned and conducted by volunteers.

In the vast majority of clubs only out-of-pocket expenses are sometimes paid for some volunteers' efforts. There are no salaries or honorarium paid for their contribution to the Club, whatever the level. Senior officials who are deeply involved in larger events may receive an honorarium for their commitment.

3. Why Do People Volunteer?

Motivation

The 'work' itself is often not the reason why volunteers step forward. Many volunteers take on whatever task is allocated to them.

The predominant reasons for volunteering are to help others, to be with family or friends, or to do something worthwhile, usually in their field of interest. It is not the work that motivates volunteers. The most highly rated benefits of volunteering are personal satisfaction and social contact.

Emphasise Opportunities

What motivates people to volunteer is usually beyond the control of clubs.

In order to recruit volunteers effectively, clubs need to emphasise the opportunities:

- that volunteering provides for social contact
- for doing something worthwhile

Clubs should take this into account when designing volunteer recruitment plans.

Volunteer Recruitment

Volunteers recruited for the first time become involved with a club, in the main, through personal contact with existing volunteers whether they are friends, family or individuals already involved in a club.

Relatively few volunteers are recruited through advertising or publicity. Clearly, people need to be asked to volunteer if a club is to be successful in its recruitment, as few people come to clubs seeking voluntary work. Most people join clubs to participate in events and, in the early stages of their involvement with the Club, may be uninterested in volunteering. Again, recruitment plans need to take this into account.

4. Volunteers' Rights and Responsibilities

4.1 Introduction

Awareness of Rights and Responsibilities

It is important that clubs and volunteers are aware of the volunteers' individual rights, and their responsibilities, when taking on a role.

Volunteers need to be supported, particularly when they first become involved or move to another larger or more complex role.

Providing support to volunteers is more easily achieved if all involved have a clear understanding of their rights and responsibilities.

Civil Legislation

Civil legislation (e.g. Work Safe legislation in each State) deems that every volunteer is an 'employee' for the purposes of being protected, and that all events are work places – even if everyone is a volunteer and not being paid. Thus, the Club and its Office Bearers stand as 'employers' and are liable, in the eyes of the law, for ensuring that every 'employee' is assured of having a safe workplace.

Things to be Mindful of When Considering the Club's Work Environment

- Place safety and welfare above all else.
- Accept responsibility for all actions taken.
- Be impartial.
- Avoid any situation that may lead to a conflict of interest.
- Be courteous, respectful and open to interaction.
- Seek continual self-improvement through training, performance appraisal and regular updating of competencies.
- Be positive role models in behaviour and personal appearance.
- Maintain equal opportunity and harassment free sport practices.

4.2 Rights of Volunteers

Rights

The rights of volunteers include:

- their health and safety are of prime importance; being provided with protection, safety, and insurance when carrying out their roles
- they are treated with respect, operating in an environment which is inclusive, free from harassment, bullying and discrimination
- being trained to do their job and having access to self-improvement opportunities
- being provided with an adequate induction to the club and its activities
- understanding the role/s and expectations
- being allocated to a task that suits their preference, motivation, skills, experience, and qualifications
- knowing to whom they report and how to contact them
- being provided with adequate guidance and supervision
- being involved in decisions that affect their areas of responsibility
- having their concerns and complaints heard
- being recognised for contributing their time, experience, ideas, and skill
- saying 'no' – volunteers should not be coerced into tasks against their wishes or that they do not feel qualified to do
- being able to resign from their position

4.3 Responsibilities of Volunteers

Responsibilities and Code of Ethics

The responsibilities and code of ethics of volunteers include:

- place safety and welfare above all else
- accept responsibility for all actions taken
- be positive role models in behaviour and personal appearance; be courteous, respectful and open to interaction
- ensuring they have the time necessary to take on a volunteer position
- working with the policies and rules of the Club or events
- being reliable and dependable
- completing the agreed hours and tasks, irrespective of the conditions (e.g. inclement weather)
- informing the responsible person when they are not available after having volunteered
- seeking continual self-improvement through training, performance appraisal and regular updating of competencies
- following instructions given by supervisors
- being a team player, impartial and being considerate about the views of other volunteers and avoiding situations that may lead to a conflict of interest
- identifying their limitations and expectations
- being accountable and to accept constructive criticism
- maintaining a healthy work environment which is free of harassment, bullying and discrimination
- abiding by CAMS and club constitution, policies, regulations and rules

CAMS Member Protection Policy

The rights of motor sport officials and code of ethics is covered in further detail in the CAMS Member Protection Policy (MPP), available on the CAMS website.

5. Volunteer Management

5.1 Leadership / Good Practice

Quality Leadership Key to Success

The quality of leadership is a key to the success of managing volunteers in clubs. This starts with the Committee, led by the President.

Without successful leadership, people tend to be uninspired, unsure of their role and lack commitment. Because a club relies entirely on volunteers, it needs them to take an active interest in the future of the Club, and their specific roles within it.

Effective leadership facilitates the development of a motivating environment to achieve high standards of performance, and satisfied volunteers.

Good Practice

The very essence of good practice in volunteer management is that volunteers are managed in ways which make them feel valued and part of the Club or activity organised by the Club. Volunteers who feel they have been appropriately rewarded and recognised, and feel respected, are more likely to contribute again.

Many clubs debate that it is difficult to recruit and retain volunteers and often give the impression that the problem is somehow the volunteers. Such clubs need to examine their volunteer management practices in order to determine the extent to which they make volunteers feel valued and a worthwhile part of the organisation.

Club Specific Approaches

There is no set of management practices that will guarantee positive outcomes for volunteers. Approaches will vary to suit each club's particular circumstance.

However, the 'bottom line' is the same – motivated and committed volunteers are a vital asset of every successful club.

5.1 Leadership / Good Practice – Continued

Good practice

The following table summarises good practice for managing volunteers:

Do...	Do Not...
<ul style="list-style-type: none"> ▪ provide job descriptions for volunteers so that it is clear what the role is and the skills required for that role ▪ delegate according to skills ▪ choose people according to their talents and desires ▪ have induction programs that explain what is expected of: <ul style="list-style-type: none"> ○ new volunteers to the Club or event ○ a new position within the Club ▪ ensure training sessions are relevant ▪ provide real responsibilities for volunteers through training 	<ul style="list-style-type: none"> ▪ take people for granted ▪ provide ineffective or no information ▪ overload volunteers with work ▪ spring jobs on volunteers at last moment due to lack of planning ▪ assign jobs that are too difficult for a specific volunteer ▪ leave new volunteers on their own when they first turn up for a role ▪ put volunteers in difficult and dangerous situations nor allow them to do that themselves due to lack of training

5.1 Leadership / Good Practice – Continued

Good Practice (continued)

Do...	Do Not...
<ul style="list-style-type: none"> ▪ identify clear paths for volunteers who seek a deeper involvement in the Club ▪ create opportunities for open discussion of all issues ▪ listen to ideas of volunteers – after all, they do the work ▪ ensure that some fun is part of the activity ▪ make tasks enjoyable, where practical and possible ▪ acknowledge the volunteers' achievements ▪ show appreciation of their efforts 	<ul style="list-style-type: none"> ▪ put up barriers: <ul style="list-style-type: none"> ○ so that volunteers cannot develop into a role they feel they are capable of taking on ○ to communications with them ▪ ignore volunteers' interests ▪ take people for granted ▪ neglect to guide new volunteers ▪ make a task such that some fun cannot be achieved from it ▪ forget to acknowledge contributions

5.2 Volunteer Coordinator

Finances

Most clubs are aware that finances have to be planned and monitored closely. They do not think twice about having the position of the Treasurer on the Committee.

Volunteers, or human resources, are just as valuable and finite as financial resources.

Appointment of Volunteer Coordinator

Some clubs may include a Volunteer Coordinator on the Committee. This inclusion will ensure that the Coordinator is fully aware of the Club's policies, ideas and interests in order that suitable volunteers can be sought to carry out work and / or jobs to meet those policies, ideas and interests. This position is valid more so for clubs which require a good number of volunteers to officiate at its sporting events.

Clubs can also be successful in attracting sufficient, and sufficiently trained, volunteers by appointing a Volunteer Coordinator. The Volunteer Coordinator may not necessarily be a member of the Club, but may be someone who takes on the role within a sporting discipline, e.g. rallying.

Role of Volunteer Coordinator

The Volunteer Coordinator does not necessarily supervise or manage volunteers. Rather, he / she manages the volunteer program and volunteer policies for the Club or event.

Because clubs function differently and have different needs, the role of the Volunteer Coordinator has to be adapted to suit these needs, and may well change as the Club grows and develops, or changes its direction.

5.2 Volunteer Coordinator – Continued

Volunteer Coordinator's Skills

A Volunteer Coordinator needs conceptual, management and interpersonal skills more so than technical skills.

He / she is more likely to be effective and enjoy the role if he / she exhibits personal attributes such as being positive and enthusiastic, and has an ability to communicate, consult and negotiate effectively.

The following list of the skills and personal attributes required of a Volunteer Coordinator is extensive, but certainly not exhaustive. He / she needs:

- an understanding of the roles required to be filled by volunteers, hence the need for job or role descriptions;
- initiative, assertiveness and optimism;
- commitment, patience, and persistence;
- accessibility;
- creativity and flexibility;
- honesty and trust;
- respect for the privacy of individuals and sensitivity to individual needs;
- a sense of humour

Suitability

An individual should not be considered to be unsuitable simply because of the lack of any of the above skills and personal attributes.

Some Volunteer Coordinators will be skilled from previous volunteering, or work experiences; others will grow into the role, given the appropriate personal attributes and willingness to learn the role.

6. Recruiting Volunteers

6.1 Introduction

**What is
Recruitment of
Volunteers?**

Recruitment is the act of identifying groups and individuals for service, and then asking them to volunteer.

Volunteers are required for a variety of roles and work within a club, including:

- the Committee
- other committees
- organising social functions and / or sporting activities
- officiating at a senior level in activities
- officiating generally in activities in a great multitude of roles

6.2 What is Required of Volunteers?

Steps to Determine What is Required

As the first step in attracting volunteers, the Club should determine what is required of these volunteers. The steps are summarised below:

- Identify the tasks and the importance of these tasks the volunteers will be required to do. For example, safety for others.
- Set down role descriptions for these tasks (brief job descriptions).
- Determine how many volunteers are required for each role.
- Establish how long and when they will be needed.
- Determine what induction and training will be needed. Confirm that the training program(s) and facilities are available.
- Determine what support the volunteers will require when they arrive. This may vary from another volunteer being available to support / mentor new volunteers through to funds for their attendance at training courses and events.
- Decide what recognition / reward will be offered.

6.3 Recruitment Plan

Club Requirements

Plans for recruitment will depend on the level to which recruitment is required. For example, being on a committee is not for everyone and it is a specialist volunteer role. Recruitment is not a 'come one, come all' technique and potential volunteers need to be targeted for the skills that are most useful to the Committee.

Clubs need to prepare for recruitment campaigns to ensure the culture and sporting environment of the Club is prepared for an influx of new members. Any lack of preparedness will no doubt result in any new members not integrating into the Club and leaving within a short timeframe.

Benefits for Volunteers

When preparing a recruitment plan it needs to emphasise the benefits for volunteers to be at least equal with the need of the Club.

Many volunteers give up their leisure time to help and may not be attracted by work-like recruitment campaigns. They need to be valued by the Club and not feel as though they are being recruited to fill a position that nobody else wanted.

Finding Volunteers

Research indicates that some 80% of volunteers are recruited through:

- being asked to volunteer by someone
- friends / family involved with the Club
- knew someone who was involved with the Club or event

6.3 Recruitment Plan – Continued

Recruitment Strategies

Strategies for recruiting volunteers range from the uncomplicated and cost-free to the more complex that might involve some expense.

Listed below are some of the recruitment strategies:

- Word of mouth.
- Club / event website. Utilise the website to full advantage. Provide information about volunteering opportunities and promote the benefits and rewards of volunteering.
- Direct mail, using the Club's newsletter and / or magazine, or a direct flyer.
- Posters, brochures.
- Articles or media releases in local newspapers or local radio. Identify businesses and / or organisations that buy advertising space and ask them to help with the promotion.
- Prepare a DVD, which shows the different roles served by volunteers. These DVDs can be shown at any gathering, or even issued to potential volunteers.
- Run a Volunteer Opportunity Stall with other groups to make it large enough to attract public attention at a shopping mall, or other locations where people gather.

Additional Help

In addition to all the effort invested on enthusing the members of the Club to step forward and do the myriad tasks which make for a vibrant and successful club, there will inevitably be times when the Club needs to conscript a squad of outsiders' who will provide the critical mass of numbers to ensure a particular event will succeed.

A fine example is the number of 'road officials' required for a rally – the dozens of control officials, road closure officials, spectator marshals and so on, who will be needed for 12 hours but who are not expected to be seen again until next year's event.

6.4 Induction Program

Critical Time

Taking up a new position is a critical period for new volunteers and for the Club or event.

The volunteers are moving from being an 'outsider' to an 'insider' or from a peripheral to a core position within a committee.

Benefits of an Induction Program

New people to the Club or event cannot be expected to understand the requirements of their position or how the organisation functions. A well designed induction process:

- reduces the stress on them
- makes them feel welcome
- can reduce the likelihood of high turnover

What is an Induction?

Induction is based on the process of socialisation, which is about influencing the expectations, behaviour and attitudes of a new volunteer in a manner considered desirable by the Club or event.

6.4 Induction Program – Continued

Induction List

An induction list can include the following:

- an induction guidebook, maybe in the form of a DVD, briefly outlining the Club or event structure, its culture / history, its various activities, and opportunities for members
- copy of relevant club policies that outline the expectations and responsibilities of members
- copies of recent and current newsletters and / or magazines
- if appointed to a club committee:
 - a copy of the constitution, together with an outline of the role and responsibilities of committee members
 - an introduction to other committee members and ‘key’ volunteers within the Club
- if involved with an event:
 - issued with copy of the role being taken on, and the training that will be required to carry it out
 - given an explanation of the safety aspects associated with the event and the role

7. Volunteer Retention

7.1 Introduction

**Impact of
Volunteer
Turnover**

Volunteer turnover is to be expected for a range of reasons.

High rates of turnover can hinder the quality or range of services that members and participants in activities / events have come to expect.

**Goal of Volunteer
Retention**

The goal of volunteer retention is to develop a sense of commitment amongst volunteers and for them to continue to volunteer their services.

The level of competency of volunteers can have a significant impact on the success of the Club and its activities.

7.2 Training of Volunteers

Training to Retain Volunteers and Members

Training and development are more specific processes which are beyond a general introduction that may be given under the orientation process.

Training is about teaching specific role skills. Training is not just for new volunteers, it is also for those who have been with the Club for some time and who are taking on a new position, or planning to do so. Training may:

- be formal or informal
- take place on or off the job location
- be scheduled prior to, or after taking on a role
- take a theoretical or practical approach
- take place on site, off site or via distance learning, for example, the website
- be instructor led or self-directed

Needs Specific Training

Training and development processes vary widely. They need to be adapted to suit the needs and level of resources of the Club, as well as the needs and background of the individual volunteers. One-on-one training of each individual is not always practical so 'group training' sessions may be necessary.

Motivation to take part in training will vary from one volunteer to another, with some volunteers quite enthusiastic to participate, whilst others may feel that training is not the best use of their time. The training sessions need to take into account the need and the enthusiasm to motivate volunteers to attend, or to complete in their own time.

7.2 Training of Volunteers – Continued

Training Methods Training methods need to be relevant and flexible and will be constrained by accessibility, costs, timing, specificity, mode of delivery and pre-existing knowledge.

It is well known that the most effective training is by people being actively involved (i.e. by doing). Training methods might include:

- audio visual resources
- conferences, course, and / or seminars
- demonstrations
- guest speakers
- internet based learning
- mentoring
- role play and simulation exercises
- small group exercises and discussions
- workshops

The method of training adopted will depend much on the availability of volunteers and, of course, the depth of training that is required for a role that is being taken on.

8. Recognising and Rewarding Volunteers

8.1 Recognition of Volunteers

Valuing Volunteers

Recognition stems from genuinely valuing volunteers and their efforts.

Everybody who volunteers deserves some recognition, even if it is a simple 'thank you' for helping out in some small way.

8.2 Rewarding Volunteers

What is Rewarding?

Rewarding volunteers takes recognition a step further.

Rewarding volunteers provides them with something tangible by commending higher levels of performance among volunteers.

8.3 Guidelines for Recognition and Rewarding Volunteers

Recognition and Reward Programs

Recognition and reward programs can vary from:

- formal to informal
- high cost to zero cost
- group to individual
- being widely publicised to personal and private

They can be:

- immediate – recognise volunteer effort soon after it is given
- specific – personal recognition
- consistent – recognise everyone's achievements; avoid showing favouritism
- sincere – meant what it said
- enthusiastic – positive and up-beat recognition builds enthusiasm in others

An important aspect of recognition and rewards systems is that differences in individual needs and benefits sought by volunteers need to be taken into account. Some volunteers seek opportunities for public adulation for their efforts, others feel uncomfortable under such circumstances. Some volunteers will say that they do not seek recognition or rewards for their efforts. However, it is generally accepted that a vast majority of volunteers do get satisfaction from being at least recognised for their contribution.

8.3 Guidelines for Recognition and Rewarding Volunteers – Continued

Ideas for Recognition

Recognition and reward programs do not have to be complex to establish or administer, but they are essential for the effective retention of services of volunteers.

The ideas set out in *Club Management Handbook Chapter 5 – Club Membership* 'Ideas for recognising and rewarding volunteers' are repeated here:

- smiling, saying 'hello' and 'thank you'
- offering personal praise while on the job
- writing letters of thanks
- writing letters of reference and including details of service
- sending get well, birthday and special occasion cards
- notice board space to applaud achievement
- giving identification pins, badges, shirts or caps
- acknowledging volunteers in club newsletters, magazines, and on the Club's website, with a photograph and citation
- presenting volunteer awards at club meetings
- holding social events in honour of volunteers
- giving complimentary tickets to special events and functions
- providing meal vouchers
- providing fuel vouchers
- arranging for free or discounted use of facilities
- arranging discounts at recreation and sport stores or restaurants
- reimbursing out-of-pocket expenses
- acknowledging efforts during committee meetings
- bidding farewell people when they move away from the area

8.3 Guidelines for Recognition and Rewarding Volunteers – Continued

Major Ideas

Major / further recognition can be in the form of:

- awarding life membership
- awarding special membership
- presenting awards for 3, 5, 10, longer years' service
- volunteer of the month awards
- certificates, plaques or medals

8.4 Encouragement for Involvement at Activities

Ideas

Below are some ideas to encourage involvement at club activities:

- Provide toilet facilities – recognise that many officials seek (need!) the comfort of toilets.
- Consider an officials website that can be kept up to date by officials themselves.
- Issue souvenirs of activities such as badges, stickers, posters, pens, and caps. Often these are the first to be cut from budgets when cost reduction is necessary.
- Look at an officials 'championship' – award 6 points for attending a club activity, 4 points for attending one to which the Club is invited, 2 points for any other activity.
- Officials should not arrive too early so that they are 'hanging around', nor stay longer than is necessary. Spend time planning just what hours officials are required.
- Make newcomers welcome. Veteran volunteers often will not let 'outsiders' into their group.
- Present officials awards. Make the prize giving prominent at some club function, or the activity presentation of awards.
- After an event always send the results (and it is a nice touch to send them to officials as well as to competitors), although these are now often on the website, and a thank you note or 'certificate of appreciation'.

9. Conflict / Stress Management

9.1 Conflict Management

Conflict in a Club Tension and conflict are inevitable in any club or event.

While some people feel uncomfortable with conflict, it is recognised that a certain level is required for clubs to function effectively.

Positive outcomes may include:

- airing of previously hidden problems
- developing new ideas
- improved motivation

Negative outcomes may include:

- stress
- poor communication
- diversion from goals
- potentially, a shift to authoritarian leadership styles

Too little conflict can lead to stagnation, too much can lead to self-destruction, so a right balance is required.

When to Resolve Conflict

Where the level of conflict reaches a level where it begins to cause damage, it must be resolved. Often, when conflict is openly confronted and resolved, rather than being ignored, volunteers are more likely to be satisfied and turnover rates tend to be lower.

In situations where conflict needs to be addressed, then an understanding of the background to the conflict will help with its management. For example;

- has it occurred previously?
- who is / was involved?
- what is the source of the conflict?

9.1 Conflict Management – Continued

Conflict Management Options

In dealing with conflict it is important to understand the various conflict management options available. These include:

- avoidance – suppression of conflict
- accommodation – resolving conflict by placing one person's or groups' needs and concerns above another person's or groups' needs'
- forcing – satisfying one person's or groups' needs at the expense of another person's or groups' needs
- compromise – a solution to conflict in which each person or group gives up something of value and gains something in return
- collaboration – resolving conflict by seeking a solution advantageous to all involved

The latter two outcomes are the preferred options.

9.2 Stress Management

What is Stress?

Stress is a situation in which a person is confronted with an opportunity, constraint or demand in which the outcome is perceived to be uncertain and important.

Stress can affect both the individual volunteer and the Club, and therefore, stress management is vital to good practice within a club.

Causes of Stress

Volunteers may be quite prone to feelings of stress due to the nature of their role.

Volunteers often:

- work to short deadlines due to poor organisational planning
- feel undervalued due to the unpaid nature of their involvement
- are poorly recognised and rewarded

Indicators of Stress

Indications that stress may be a problem include:

- volunteers not turning up
- a lack of commitment in carrying out their role

Where stress may be a problem then it should be tackled on two fronts:

- first is to identify and eliminate the possible causes
- secondly, help those who seem to be affected

9.2 Stress Management – Continued

Sources of Stress Sources of stress include the following:

- Factors associated with a role. Too many repetitive tasks, tight deadlines, and both qualitative (i.e. boring and unstimulating) and quantitative (i.e. too much) work overload.
- Role based. Role conflict and ambiguity which results in volunteers being unclear about what they are supposed to do, and how to do it.
- Relationships. Unfriendly interactions with colleagues, subordinates and / or supervisors.
- Organisational structure and climate. Internal politics, arguments over a variety of issues, sense that no one is trusted.
- Uncertainty about roles and obligations. When a role is poorly defined, the volunteer can easily become insecure about whether he / she is indeed doing what is expected of him.

10. Dealing with Difficult Volunteers

10.1 Volunteer Performance Levels

Volunteer Performance Levels

Dealing with volunteers who are underperforming, or exhibit inappropriate behaviour can be awkward for a club. This is especially because of the nature of voluntary work and the need to retain as many volunteers as possible.

There are occasions where a volunteer's performance or other aspects of a volunteer's behaviour is clearly unacceptable and must be confronted and resolved, and the volunteer may have to be disciplined.

What is Discipline?

Discipline refers to actions taken to enforce club or event standards and regulations.

10.2 Discipline Guidelines

Discipline Guidelines

Sometimes it becomes clear that a problem is simply due to unacceptable behaviour by one person. Where discipline is required, the following guidelines could be adopted:

- Try to handle the problem promptly. Discipline should take place as soon as possible following an incident.
- Do not try to confront a difficult situation while someone is upset, as a rational approach cannot be achieved.
- Advance warning should be given to the person involved before disciplinary action is initiated.
- It is important the disciplinary action be consistent.
- Discipline should be connected with the behaviour and not the person.
- Discussions should be conducted in a calm, objective and serious manner, and on an impersonal basis.
- The problem should be clearly stated.
- The volunteer involved must be allowed to explain their position.
- Serious reprimands should be carried out on a one-to-one basis.
- Any agreement arrived at must include ways to prevent mistakes in the future; and should include a shared commitment to finding a solution if this is necessary.
- Arrange for follow up.

11. CAMS National Officiating Program

Purpose of CAMS National Officiating Program

CAMS National Officiating Program (NOP) has been established for the grading, licensing, training and recognition of volunteer motor sport officials.

The purpose of CAMS NOP is to:

- ensure that motor sport officials are highly skilled
- provide knowledge of roles and rules
- demonstrate ethical performance of duties
- foster personal pride and a respect for the sport
- provide efficient management
- achieve local, national and international recognition

The accreditation of officials working at CAMS-authorized events is an important component of CAMS risk management strategies. It has a bearing on negotiations with insurance brokers, at legal proceedings and addresses CAMS duty of care to its many participants.

CAMS provides a number of training courses and programs to accredit volunteer officials under the NOP. This ensures officials have the correct knowledge and skill set required for the role they perform. All CAMS accredited official training modules are endorsed by the Australian Sports Commission.

The NOP also provides the framework for the structure and grading of officials' licenses and the process of obtaining, maintaining and renewing a CAMS Officials' Licence.

Details of the NOP are available from the CAMS website.



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